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7th Meeting

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Transcript of CIA Career Service Board

7th Meeting

21 May 1953

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CIA CAREER SERVICE BOARD

21 May 1953

Present

1 Mr. Lyman B. Kirkpatrick ✓  
Chairman

9 Mr. Walter Reid Wolf

6 Mr. Richard Helms

[Redacted]

8 Lt. Gen. William H. H. Morris, Jr. ✓

Colonel Lawrence K. White

7 [Redacted]

4 Mr. Tracy Barnes ✓

3 Colonel Matthew Baird ✓

[Redacted]

2 Amoy ✓

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MR. KIRKPATRICK: In taking over the Career Service Board I would like to express on behalf of the Board the appreciation of Mr. Wolf for his Chairmanship, and to welcome on board the new members, and to give just a brief idea as to how I think we can make this thing move a little faster and to try and accomplish some major goals. I have asked a special group composed of General Morris [redacted] and Colonel Baird, and anybody else that would like to attend from the Board to meet with me three Mondays a month to act as a Task Force for going over material that comes before the Board, giving it a thorough scrutiny and coming to some conclusions about it, and then circulating it to the big Board, so when we meet once a month we will have everything fairly well in mind, so policy discussions can take place here and we can accomplish the work much faster that way.

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I have set as a goal for us this type of target. I would like by 1 September to be able to have issued, preferably over the signature of the Director, a statement of what CIA Career Service means, a statement that could be headed, "What the CIA Career Service Means to You," and in that statement we would say exactly what it means to everybody today, and we would also say exactly what we hope it will mean to them when we can achieve the necessary legislation and other matters so that we can have a truly career service with tenure of office and all of the other factors involved. By that time I think we can iron out such matters as we are discussing this afternoon on the process of selecting new career employees.

I hope this <sup>Creative</sup> Selective Inventory can be out of its birth pangs, and the item we are going to discuss this afternoon, as I can see, is merely the first step of what probably will be several steps. I hope that by then we will be able to be certain in our own minds that the various Career Service Boards are getting the necessary guidance from this Board that they need and that we can have established across the Agency certain criteria so that we won't have any feeling that an employee in Office X has a chance of getting a promotion much faster than an employee in Office Y.

I think that is just one -- to use a very simple example -- of the very few items across the board that guidance from this Board can achieve.

I have the feeling -- and this is not criticism, Rud, of you or anybody else involved -- that at the moment we are a little heavy on the amount of paper that is being circulated. This thing staggers me every time it is put on my desk, and I manage to get through it, but I am not sure my eyes are going to last many months at this rate, and I think the more we can look to that the better off we will be. We have a tremendous amount of basic data accumulated which can be referred to, and I think from now on the process should be one of simplification and boiling down rather than any augmentation.

And finally I would just like to state my opinion as to where I consider the responsibility for the development of the CIA Career Program rests. It is fairly well spelled out from the regulation that is in the process of issuance today, but I always have the feeling that there is a lot more to regulations than the written word. I think it primarily rests on three different parts of the Agency with just about an equal amount of weight. It rests primarily on this Board which faces in two directions, the direction of the Personnel Office for one and the direction of the Director for the other. It rests on the Personnel Office to which falls the primary administrative task of implementing the Career Service and seeing that it is carried out to its fullest extreme, and finally, as I say, in equal proportion I think it rests on everybody of supervisory rank in the Agency for seeing that it is carried out because personnel management starts right with the immediate supervisor of every employee and carries right up on through the Branch Chief, the Division Chief, the Staff Chief, the Office Chief to the Director. I think that has to be a team operation and a team organization with everybody drawing equally on the reins. I think that as far as the first two parts are concerned, the work of this Board and the work of the Personnel Office, that those

are fairly well on the track towards the development of a Career Service. I think that there is something still that we can all do as far as sharpening up supervisors on good personnel practice, and I would just like to add parenthetically to that that the relation of the supervisor to the Personnel Office through the various cross channels and chains of command I consider to be extremely important and that there should be close harmony and work between them.

I would just like to add to that that in the two months now that I have sat in the seat of the Inspector General I would attribute 80% of the work that comes to me as definitely attributable to failure in one part of those personnel actions, failure either of supervisions, failure of personnel action concerning an individual, and I think when we get this Career Service Program going and get the supervisors cognizant of their responsibilities towards personnel under them that we have gone a long step towards making the Inspector General's job a fairly easy one, which I am obviously all in favor of.

The first item on the Agenda is the matter of the Minutes of the last meeting. Does anybody have any corrections, amendments, deletions that he wishes to make?

MR. HELMS: I move that they be approved.

MR. KIRKPATRICK: All those in favor say aye. All opposed no.

(All said aye.)

MR. KIRKPATRICK: The minutes are approved as presented. Item 2 is something on which I might say we got a wide divergency from the comments of opinion as to the process of selecting new career employees, the original presentation by the Professional Selection Panel and the digest of comments which  prepared by the various offices. Now would you gentlemen care to comment on this particular item? I think you can see that just running down the various items starting with paragraph 3.a. "Appointments to the career staff shall be made on a trial-service basis." There

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is fairly general agreement there should be a trial-service basis in the Agency. There was a variety of opinion on the length of trial service. I would say the majority came out in favor of a year. Some came out in favor of two years that the Panel selected, but the larger majority was in favor of a year, which actually is closer to the Civil Service conception today. There was a divergence of opinion as to whether the period should or should not be extended in individual cases. Some of the offices felt it should and some felt it shouldn't. There seems to be fairly general agreement that there should be a final determination made as to whether individuals are suitable for career employment, and then the offices varied from that point, some feeling that he should be terminated immediately at that point and others feeling that he could go into the structure but not as a Career Service employee if he failed to match up to the general criteria for a career officer.

3 On item e., "Members of the career staff may occupy either non-professional or professional positions," there is much unanimity. Everybody agreed that that was true. There seems to be a divergence of opinion as to whether there should be selection.

I would recommend that the way this be handled is that the office comments be referred back to the Professional Selection Panel to resubmit as close as possible to what the majority of the offices felt toward the criteria, and if they feel strongly enough that they wish to render a minority opinion, they should so do, but to try and present to us in final form for approval a system for selecting new employees. Is that agreeable to the Board?

MR. AMORY: There is only one thing, and that is asking them to go along with sort of a numerical majority. I think I would say to consider . . .

COLONEL BAIRD: I just wonder what would be gained by that, Kirk, because you have a member of the Selection Panel sitting today, and he probably is better informed on it than I am, but I was present at one of the meetings

as an Advisory Member and listened to all of the discussions which, I think, prompted their recommendations, and I would wonder whether they would be likely to change them. There was quite a bit of unanimity with an understanding, I think, at the time of the objections.

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I think at least we could clarify some of the language because it was not clear to everyone just what we were recommending, and I think possibly some of the comments that the office Career Service Boards have made might open new avenues of thought, and they might want to reconsider, so unless there is great haste of this, there may be some profit in going back, although I wouldn't consider it essential.

MR. KIRKPATRICK: I don't consider it a matter of urgency that we get it down in writing. I would rather get it right the first time and have it threshed out thoroughly than just have it on the record.

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There is another angle. I think there are about two new members on the Panel that were not members when this first came up, so I don't know whether this fact represents the Panel's considered opinion now or not.

MR. HELMS: Let's refer it back. There is one thing which when it is referred back I think they might make clear in their paper. That is, what they mean in f. down here, "The final determination of suitability for career employment (in d above) shall, for employees in professional positions, be made by a special selection process." They ought to spell out what they had in mind there because I think it is the view in our part of the world that that determination ought to be made by a Career Service Board at that juncture. I think it would be a good idea if they would spell that out.

MR. KIRKPATRICK: Are there any other comments?

GENERAL MORRIS: I would like to bring out that point of the Personnel Office . . . the Evaluation Reports reviewed by those office



boards. It was necessary.

25X1A9A [ ] Do you understand the office be asked to come up with any new ideas they have on this?

MR. KIRKPATRICK: If they so desire.

25X1A9A [ ] Not just provide this, but all the comments by the various components. That may change our minds a great deal on this thing, and I would like to see some of the problems I think we are going to be faced with . . .

Now the trial-service period two years because most of my recruits go overseas immediately after they are trained and don't come back until sometime after their years are up, and we don't get to see much of them and don't have an appraisal of them, but I felt the trial service period was . . .

MR. KIRKPATRICK: I think that would be very valuable because I think

25X1A9A with [ ] experience in the military service that back-ground of what you get into when you bind yourself in fairly strict legislative structure is also very pertinent this day from a practical point of view. We are not going to get legislation through this Congress. We may get it through the next Congress, so we have time to think about it, so I think we ought to be prepared to tell the employees of this Agency of what we are thinking about at an early date, that Career Service can mean something to them, so if you will do that, that would be a great help.

25X1A9A [ ] I thought from what General Smith said he wanted the whole outfit, and then if that is the case, you go back to selection -- possibly a West Point of CIA -- in which you eliminate people during that training period so you know pretty well what they are going to be for the long haul. If they are going to go through all of that, then you have to have benefits which come only by legislation, which I think is security. I think it is a tough problem.

GENERAL MORRIS: I also want to mention we want to be very careful

about legislating that career service. We ought to wait and not try to do it this year, and wait and see if you want to do it or not because in the Foreign Career Service there are only between 1200 and 1500 men in it, and our Career Service would be way beyond that number.

MR. KIRKPATRICK: Well, I think we will have to wait this through practicality anyway, General.

COLONEL BAIRD: I would like to ask  one more question having again sat in on these meetings. I have heard the members of the Panel say at least a half dozen times that they would like to have more guidance from the Career Service Board than they are getting. Now do you feel you have enough to go back, or do you feel the Career Service Board should give the Panel more guidance than we have?

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3 : Well, of course, guidance. If the Board here decided that you wanted to adhere close to Civil Service Regulations, now that would preclude considering a proposal that might necessitate special legislation. We wouldn't have to go through all of that discussion, you see, if there was a consensus here that would limit our task, and on some of these main points if there is a view here, why, of course, it would be helpful to have it.

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MR. KIRKPATRICK: I could certainly make a statement on that. It is my strong opinion we should not consider ourselves within the confines of Civil Service. We should develop a Career Service and if necessary go out and get the legislation that is required. I think the Director is prepared at any time to discuss that matter with the President when we come to that bridge. The previous Directors have made this statement, which the present Director has adhered to, that we live within the Civil Service Regulations, but the day will come when we want to make the recommendation to him that we change that, and I think that is the whole purpose of a Career Service Board and these deliberations to discover that. I think that if we considered ourselves within that framework that an awful lot of this

discussion is a waste of time. Does anybody disagree with that?

MR. AMORY: I think it would be extraordinarily difficult ever to get a Career Service that blanketed the entire Agency.

Do we want to have economists and scientists and geographers second-class citizens. I just say we have to go awful slow.

3 MR. KIRKPATRICK: There are a tremendous number of considerations. Just to mention another, and that is the tenure of office. You have a nucleus that is career service. They can be reasonably assured when budget cuts and personnel cuts -- which may happen some day in the foreseeable future -- come that the career service will stay and the non-career service will be the first to go.

COLONEL BAIRD: Bob, that term "second-class" citizen was not the intention at all of the Panel. The second-class . . . that category actually would take in an economist you wanted brought in on a lateral entry for a two-year or three-year hitch who intended to go back to industry or back to his educational institution at the end, and it is by no means considered in a second-class category, but a different category, and not probably a CIA Career Service. There seems to be a lot of misunderstanding on that.

MR. KIRKPATRICK: I think if we presented our top-level professionals with a CIA statement that they were CIA professionals, somewhere between 25% and 30% wouldn't sign it today. I don't think we should take any more time on this subject. I would like to take out of order on the Agenda

4 the next item because it fits fairly closely with that, and that is the matter of New Business, and that is the matter of Career Designations in the DD/P Complex, and I have asked [ ] to come up today and present the problem that they have down there, which was referred briefly to the small group that met Monday, a week ago, for the Board to consider. Ted, do you want to present the problem?

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[ ] We really have two problems in this one. Primarily

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the problem posed by the proposed [ ] which states in paragraph \_\_\_\_\_, that in making the initial career designation of personnel on duty as of 24 April an individual shall be assigned to his present office Career Service Board if he expresses a desire to continue under his jurisdiction and is acceptable to the Board. A little further back on page 4 it said that in addition to . . . specified in . . . above each of the heads of the five major components will submit a supplementary listing of the names of . . . but who in the opinion of the major component . . . to his component.

4 This poses a very specific problem in the DD/P organization where we have large numbers of administrators assigned to our divisions and our field stations. If we follow this Notice as indicated we should in making designations say to each of our administrators -- now I am talking about true administrators -- "You decide whether you want to come under your present office Career Service Board or whether you don't." I think in general there will be a very great majority of election to our administrators to be assigned to our FI, PP, or PM Service Boards, and in following this thing literally that would be the result. So we have proposed in the light of this current designation that we establish a DD/P Administrative Career Service Board, which we do not now have, and give our administrative people a Career Service Board home within our organization. That is the basic problem. ✓

MR. KIRKPATRICK: That is problem one.

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[ ] Right. Now problem two. We also have a large number of purely clerical personnel who at this point are being designated to various operational Career Service Boards, the designation being primarily determined by the designation of the individual for whom these people work, which is quite an unsatisfactory situation because those designations of those supervisors change from time to time and rather rapidly, particularly where we

move people from specific responsibilities into broader general responsibilities where they don't come under any particular Career Service Boards but do come under the DD/P over-all Career Service Board, and we have proposed in order to provide and to make these people first-class citizens and provide a particular home for them, and see that they have an opportunity to cross the board that we establish a DD/P clerical Career Service Board for that category of clerical employees who don't fall into either the more or less intelligence assistant category or who are not specifically finance, personnel, logistics, or what have you -- clerks. Now those are the two things that we feel we must do in the present atmosphere in order to appropriately provide career guidance and a career home for two classes of people.

4 MR. KIRKPATRICK: In other words, problem 1 is your administrative personnel have the choice of the FI, PP, or PM, or none, or one of the DD/A Career designations, and you propose you set up a clandestine support as an administrative board under the DD/P.

That is right.

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MR. KIRKPATRICK: How do you feel about that?

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That is our general position.

MR. KIRKPATRICK: How does the rest of the Board feel about it?

MR. WOLF: Well, Red, I think you have some very definite thoughts on that.

COLONEL WHITE: Yes, I do. I certainly agree with Ted that in all probability the majority of administrative people who are working in the general atmosphere of another Career Service Board will probably choose that Career Service Board. I think that is only natural that they should in the large number of cases for two reasons. Tied into our history up to now the first is that the central administrative offices have in the past not been able to supply the people to fill these positions, and the other reason which goes hand and glove with it is that they have not been encouraged to do so.

The fact remains that through the years, I know, from my own experience on the operating side that when the operating office wanted a Personnel Officer or a Finance Officer, or a General Administrative Officer, he could not expect to look to Central Administrative Officer to provide it, so it is only natural that they went outside and got them and that we have grown up in that atmosphere.

However, I think we generally accept the theory that some day we would like to feel that a professional Finance Officer, for example, or a professional Personnel Officer is a man who has been hired and trained by the office specializing in that profession and supplied throughout the Agency on a professional basis. We are particularly interested in this, not only from the DD/A Board, which I hope that [ ] and Mr.

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4 [ ] and others will sit on, so it is not a DD/A Board but an Agency Administrative Generalists Board not only from the point of view of that Board but from the point of view of all our Boards, logistics, finance, personnel, and the rest, that we can some day look forward to having such a system. I do not believe that we can ever hope to have professional finance, personnel, or other administrative type officers throughout the Agency on this basis unless, first of all, we recognize that there are certain positions in the Agency, wherever they may be, in the field, departmentally, or where have you, that are recognized as being a Finance Officer's position, and that in general we look to professional Finance Officers to fill those positions, and I don't know how many years it takes, but in theory in a certain number of years you have a corps of professional Finance or Comptroller type people who would render a professional service to the Agency. We are quite far from it now. We are sending people to the field, as you know, now that have come from these Central Administrative Offices and have gone out into the field doing a professional job. It has been my understand, and certainly my

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hope, that when those people go to the field for their two-year tour that they come back into an assignment specified by the office from which they came -- logistics, finance, personnel, or what have you. I would not like to feel that there was a separate administrative corps of these various types set up within any given component of the Agency. I do not believe that we can ever develop a professional corps of administrative people, which I think are just as essential to the success of the Agency as it is to develop professional people of any other kind, if we block off one component of the Agency and set up a separate Career Administrative within that component. I would like to say this too -- that this has to be a very long-range thing, as I see it, because if, as I said, in the beginning it is quite natural that these people or large numbers of them who are in these positions, that is where they were brought into the Agency, that is where they were brought up, that is where they feel like their interests are, and it would be the last thing I would propose to do to say because this fellow is an Administrative Officer in a certain position and he wants to affiliate himself with another Board other than the Administrative Officer Board, "Let's get him out of there and get somebody else in." I do think, however, that when that position some day becomes vacant that by mutual agreement we should aim toward getting the professional who has been hired and trained by the office of his specialty into those positions. For these reasons I personally feel that it is a mistake to set up a separate Board or to compartment these categories, and I don't really see why the administrative boards of the Agency, where people from the Agency over-all sit and make appropriate recommendations as to how these careers are to be managed, both from the standpoint of the essential administrative offices as such and the general administrator, why it can't be done as satisfactorily and much more satisfactorily, as a matter of fact, on an Agency-wide basis with Agency-wide representations on these Boards than it can by compartmenting in the way that Ted has

suggested, which, of course, is one solution. As a matter of fact, I just don't feel that we will ever with that compartmentation be able to accomplish the long-range objective.

[ ] We have to turn to the reassignment of these people as they come back, and because of grades and numbers we won't have sufficient assignments within DD/P to handle them.

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COLONEL BAIRD: Ted, in point of numbers, does this mean 50 people, or 60 people, or 100 people? Now these are straight administrative officers -- not personnel, not finance?

4 [ ] I was talking about the whole group of administrative personnel because of this directive which was sent to us to categorize our people, and in so doing let each one of them elect, which means that the administrator within DD/P actually disappears . . . this is an Agency Directive.

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MR. WOLF: Ted, if you hadn't received such a Directive, what would, in your opinion, be the right way to handle this?

[ ] We had already established actually the system Colonel White was advocating, and it was approved by this Board, but then we get this Directive which throws all of that out the window.

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MR. WOLF: It would appear that possibly when we approved that Directive we didn't think it through.

COLONEL BAIRD: What is behind it?

MR. AMORY: It is not going to be perfect either way you did it.

COLONEL WHITE: I don't think we should ever see the day when we should discourage the administrative officer from getting over into the other side. I think that is very healthy, and we might hope that one or two some day might come the other way, but even if they don't, it is still a very healthy thing, but what I am advocating is that, oh, let's say you have an administrative officer in ORR who is going to switch over to the other side, and if we had this understanding you would say to us, "Well,



in six months, or three months, or whatever it is, this man is going to be gone, and we would like to have you furnish, or we would like to discuss names with you as to who is going to replace this man" so that as these changes take place that we do develop a corps of professional people who are in administrative positions who have brushed elbows with the Personnel, and the Finance, and Logistics people so that they know those people and know where to go. I believe that three or five years, or however long it takes, from now we would be way way ahead of the game.

25X1A9A [ ] It seems to me the thing works the way it does in the Army. You have a Quartermaster Corps, a Medical Corps, etc. And certainly the Quartermaster Corps if they want to transfer to the Finance Corps --

4 [ ] -- or the Field Artillery, they move.

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25X1A9A [ ] But it gives them wider opportunities. With this arrangement I would have to proselyte if I wanted to get an administrative man from the DD/P complex. I would rather go to an Administrative Board and say, "Fill my vacancy," and hope that can be filled.

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[ ] It gives each one of these individuals an election, and I know from personal experience that election within an organization means our administrators immediately go into the operational boards in a majority . . .

25X1A9A [ ] All of my Personnel Administrative people have immediately said, "No, I don't want anything but a Communications classification." Why? Because they have a growing concern, and the Board members know them, and they think they will get better treatment there than they will in Personnel's Board.

GENERAL MORRIS: I would like to say it was my understanding when this thing was written, for instance, we took DD/I, and there was a case over there where a man was an administrative, but he probably was going

to be an Intelligence Officer. He was selected for their Board and not the Personnel Board, for instance, and it was up to him to decide more or less what he wanted to belong to, and that was my understanding of the whole thing.

MR. KIRKPATRICK: Well, it seems to me that there has been an ambiguity here that has created a problem for the DD/P complex which has to be reconciled one way or other, and rather than prolong it now, I would recommend, Ted, we try to work it out with Red and see how we can stand there. I don't have any strong feelings personally about the creation of another Career Service Board. I think actually what we are going to do is probably create a lot of them and then we will start combining -- probably end up with nine or 10 Career Service Boards instead of 23 or 24.

4  May I ask one further grace then and that is that we be given a further stay of execution on designating our administrative personnel because we can't do it under this?

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MR. KIRKPATRICK: I think we waive that designation until this problem is straightened out, and actually, as I understand it, you may have requested indications from your people now, and it would be interesting to see how they indicate.

I have the indications. I can state factually and clearly that under this Administration lost the election. There is no question about it.

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Mr. Chairman, that brings about somewhat of a logistical problem, the stay of execution . . .

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MR. KIRKPATRICK: You can get the rest of the DD/P complex without the administrative ones, and percentagewise there is not . . . Rud, I think by the time you get towards the end of your runs, that is, by the time all the rest of them are in, this problem will have been solved, so I don't think you are going to keep your machines waiting.

Now on the second problem, that is, the designation of clerical as such, how does the Board . . . ?

[ ] This is normally grades 3, 4, some 5's, who do purely clerical work and are not in this more or less Intelligence Assistant category.

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MR. KIRKPATRICK: How does the Board feel about that?

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[ ] Well, there is the same problem in every office, of course.

MR. KIRKPATRICK: Well, not quite, Paul. They have three offices there, and if you add administrative there is four, and the movement of clerical personnel back and forth between those offices is quite a magnitude.

COLONEL BAIRD: I would go back to what you said about creation of new boards. I would like to see the other; I would like to see us confine our boards. It seems to me that that type . . .

MR. KIRKPATRICK: This isn't creating another board. We are talking about clerical.

[ ] It would create a new board.

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COLONEL BAIRD: It seems to me the category of the people you are talking about -- their loyalty as to their supervisors -- and I think it would be adding to the confusion, it seems to me, if you divorced the GS-3 and GS-4 from the immediate office where they are working. The way it works in my shop, that category of people have a special officer -- Personnel Office -- [ ] who is the Clerical Career Service Officer of the Office of Training. I think they all feel they are being taken care of just as everybody else is within one Board.

MR. KIRKPATRICK: Matt, you are in the middle of a merger down there which has completely eliminated your lines of command, and chains of command, and your loyalties, and everything else for the time being. In another period of time it will have evolved, and you will once again have established a one office concept, but right at the moment it is difficult to do, and what I would be reluctant to do is to see us make a decision which would bind the hands of the DD/P too much in dealing with this

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problem which is a pretty darn real one, and, after all, over one-half of the clerical employees are involved in this.

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[ ] This, in effect, won't be an Agency Career Service Board. It will be a sub-board to serve and act for the over-all DD/P Career Service Board for a given category of people whose career management has become very difficult under current circumstances. It has been almost impossible, in fact.

MR. KIRKPATRICK: It would be my recommendation to the Board that in that respect we allow the DD/P complex to go ahead on that because I would be willing to wager a little that these Boards be set up and then probably combined.

MR. HELMS: At least for a time.

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[ ] Until it has served its usefulness and we get out of this very untenable position we are now in.

25X1A9A [ ] I would like to ask the question of how this works. My Career Service Boards handled the clerical people and all the others. They get the advice of the supervisors who are non-clerical for the most part, and they do two things. One, we look after their promotion and be sure they are not forgotten. Second is we determine whether or not they have reached a point where and encourage them to shop some place else.

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[ ] We are doing that already, particularly in one large area where we have large areas of clerical people. . .

This is to give all of these people across the board opportunity rather than restricting them to the little area in which they sit.

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[ ] Will it pose any problem for half the clerical personnel in the Agency to be designated for a clerical career whereas the other half are not, which is what this will do?

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[ ] They are not designated for an all-time . . .

COLONEL BAIRD: It seems to me a problem that the rest of us don't face, and, therefore, I think it ought to be left . . .

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[redacted] If it were publicized I think it would cause some morale problems.

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[redacted] This designation shows on all personnel actions.

MR. KIRKPATRICK: It shows on the job classification too, Red.

25X1A9A

[redacted] Actually I would want this to have publicity among our clerical family. Yes, I would because at this point we consider their careers while they are clerks in an area away beyond the little group that they sit with. They have an opportunity if they are sitting down here in K Building in a dark back room some place to be considered for a job in [redacted] or some place that would get them to hell out of there and get them a promotion and world-wide opportunity.

25X1A6A

MR. KIRKPATRICK: It is my belief it is the consensus of the Board to leave this to the DD/P to work out.

MR. HELMS: We would appreciate that.

MR. KIRKPATRICK: Any dissent? No dissent. Now thank you very much, Ted. We would be glad to have you stay, but if you have any other pressing business . . .

Now the next item is "Training Policies Related to the Agency Career Service Program." It is the memorandum from the Director of Training, which has been submitted, which you would like to have the Board approve.

MR. HELMS: May I ask, Matt, what generated this?

COLONEL BAIRD: I think it is probably in the first statement. "In order that the function of training may be exercised more directly as an integral part of career service in CIA, it is proposed that the CIA Career Service Board review and approve the training policies set forth below."

MR. HELMS: What does that mean?

COLONEL BAIRD: We are talking about career development, which is certainly one of the functions of the Career Service Program. Training is

a part of that career development.

MR. HELMS: My point was simply this: I don't think anybody for a moment would accept it as anything but axiomatic. Training was an extremely important arm . . . and I was just wondering why it seemed necessary to formalize what to me is a perfectly natural development here, that obviously the aims of the Director of Training would be to support the Agency in any way needed, including the development of careerists, etc.

5 COLONEL BAIRD: Well, one of the things, Dick, is that though I do call Panels of Selection that has never been a matter of regulation. I just do that because I think it is advisable to, and though those Panels recommend certain training, make certain recommendations to the Director who selects them, the other appointees are actually selected under regulation by me. I would much prefer to have something that I think is tied as closely as these, external training, which is all that this is discussing, given to the Career Service Board to make the final recommendations to the Director rather than have the Director of Training do it, and the other thing that comes up is that the Career Service Board with the implementation of the Executive Inventory is in a position to know whether certain people should be sent to the National War College in view of his position on the Executive Inventory and what may be in line for him. I think it just puts in the hands of the Career Service Board the responsibilities which I have held and would prefer to have on the Board, for at least these top level schools.

MR. KIRKPATRICK: Do you feel strongly on it one way or the other, Richard?

MR. HELMS: No, I don't feel strongly on it one way or the other, Kirk. I have just been getting the sensation in our efforts to get this whole Career Service Program launched we are having the normal growing pains that go along with anything like that, and the more papers, and allocation of duties, and more functions that become more and more formal, the more difficult it

is going to be to shake this thing down.

MR. KIRKPATRICK: Could I rephrase that? You feel that in a sense this is an abrogation of authority by the Director of Training which he should exercise rather than trying to put it on the Career Service Board.

MR. HELMS: That was more or less my feeling. I can't say that intellectually it is the most defensible position in the world, but on the other hand we have so God damned many problems that adding a few more is sort of making this almost insupportable. We sit down for a DD/P Career Service Meeting, and the things on the Agenda are really fantastic. We could sit all day for two or three days a week almost and never get through it all literally.

MR. KIRKPATRICK: Do the other members of the Board have a feeling on this problem?

5  
25X1A9A  Well, I thought this training . . .

COLONEL BAIRD: I would like to make some minor recommendations of changes if I may.

MR. AMORY: I have a rather major one. I think it is fine to have something like this, but I see a horrible amount of barbed wire or firm limits in this. It creates more problems than it solves, for example, II. 1. a., only those "who declare their intention to make a career of service with the Agency." Suppose we get a guy who comes here for two years, and he wants an 8-weeks training course in Russian, and he is a hell of a good man on something or other, and maybe it is a good thing -- in the Government's interest -- to slap him into that and get something out of him. You have stated it in not constitutional language but in city ordinance language, which is going to cause us to make exception after exception, which would be self defeated. ✓

COLONEL BAIRD: This is now external training.

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MR. AMORY: Well, Georgetown is an example. You are trying to set something in two pages that covers two years at the Harvard Russian Research Institute . . .

MR. KIRKPATRICK: I think your point is well taken. We are going to find ourselves with too many barriers here if we want to make exceptions. Then the legalists are going to say that regulation says that training shall be provided by the Agency only, and I think it can be phrased "training shall be provided by the Agency generally for personnel," or you can even leave "generally" out and say "for personnel".

MR. AMORY: I said normally. Sure, give guides to people in Career Service Boards so they won't send up things you are automatically going to bat down. ✓

5 MR. KIRKPATRICK: It seems to me the case he presented of the exception being a valid one if we have a man we can make valuable for two years with 8 weeks of Russian training. Isn't it better or in the best interest of the Agency to go back to the original statement, or rather maybe this was Matt abrogating his authority. Now he has brought a paper, as I read it, to the Career Service Board so that the Board can give him guidance and advice, and we come right and start with one . . .

Now you had some amendments too you wanted . . .

COLONEL BAIRD: Well, I wanted to clarify two things. One, that under II. Training Policies, that should be -- at least it was my intent -- that this be Training at Non-CIA Facilities. This whole paper has nothing to do with the type of training that is automatic for the clandestine offices, and under regulation that is now automatic for DD/I and DD/A for shorter periods or for language training. I meant the outside external training programs that are very expensive, some of them that are competitive. There are very few slots in comparison with the number of people. That was what I meant. That was what I meant by this. Then I would also like to



make one change which I think is important. In II. 1. c. that whose projected training, as recommended rather than determined by the appropriate Career Service Board and approved by office head concerned, which is the way it is now anyhow.

MR. HELMS: I think the paper is fine if we . . .

MR. KIRKPATRICK: . . . specify external training and strike only from sub-paragraph 1. and make the change you suggested, and I recommend the Board approve it. Is there any dissent? There is no dissent. ✓

COLONEL BAIRD: And then I would like to make a further recommendation that under 3.a. the same thing be included, namely, that "but shall require endorsement by the Career Service Board concerned and affirmative recommendation by the Office Head or Staff Chief."

MR. KIRKPATRICK: Is there any disagreement with that? Matt, [ ] 25X1

25X1 [ ] raises the point as to whether it is necessary to bring the Career Service Boards into this; in other words, the office chief . . .

25X1A9A [ ] The office chief has the Career Service Board to advise him or not if he chooses.

COLONEL BAIRD: You can leave it out. It is very helpful if the office head will use his Career Service . . . ✓

MR. HELMS: In paragraph 3.b. on page 2, where they say, "Requests for training at Department of Defense schools and colleges may be originated by any individual who meets the basic qualifications required by such schools and colleges, and such requests shall be forwarded to the Director of Training through the Career Service Board and Office Head or Staff Chief concerned even though the recommendation of either or both is negative." Just what is the object of that particular . . . ?

COLONEL BAIRD: That is General Smith.

MR. AMORY: To make it simple I move to strike paragraph 3.b. and have paragraph 3.c. cover both of them. I see no reason for a different standard. I admit that now since General Smith is no longer with us, isn't ✓

this a good time to re-examine the justification of that?

COLONEL BAIRD: To go back to Mr. Wolf, that is just the reason it was brought up.

MR. KIRKPATRICK: I agree with Bob.

COLONEL BAIRD: It would save us screening out a lot of . . .

MR. AMORY: Just drop 3.b. appropriately so that 3.c. . . .

☐ In other words, an individual who would like to go that does not have the endorsement of his office Career Service Board would not be considered?

25X1A9A

MR. HELMS: That is right.

MR. KIRKPATRICK: Maybe that eliminates more unnecessary paper work in the Agency.

25X1A9A

5 ☐ Don't you run into the problem that you have too few candidates now, and this will further reduce the number?

MR. KIRKPATRICK: No, because the candidates haven't read this, and they don't know it is being eliminated.

COLONEL BAIRD: This is in the existing regulations.

☐ Isn't that the real problem, you don't have very many applicants now from which to choose?

25X1A9A

COLONEL BAIRD: The whole thing goes back to General Smith who says that anybody who wants to apply will . . .

MR. KIRKPATRICK: Certainly if anybody in the Agency wants to apply and still is indispensable, he will bleat loud enough . . .

MR. AMORY: I don't think it is whether the indispensable comes in here or not. I don't think that would be a legitimate reason for the office head to disapprove. I think it is if the fellow just isn't good enough to go to the X, Y, Z. school.

MR. KIRKPATRICK: What you say is don't bind the office in advance to his future assignment as this does.

(Mr. Amory read from a paper unidentified to the reporter.)

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MR. AMORY: I am willing to bow out on that.

MR. KIRKPATRICK: Is there any other comment on this? Well, then, it is generally agreed that the Board will buy this as a statement of policy, and you are going to submit to necessary change and regulations.

I would like to skip the Executive Inventory matter for a minute, and, Rud, can you in two minutes each give Items 5 and 6?

The material on the Insurance Task Force and the CIA Honor Awards Board have been filed in their respective folders.

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8 [ MR. KIRKPATRICK: Now because of the hour and because of the complexity in the extent of this Executive Inventory matter, what I would like to recommend to you, gentlemen, is that we defer that item until <sup>a week from</sup> next Monday and that the Task Force take it up for consideration with the obvious' and previously extended invitation anyone else that wants to come and discuss it, particularly if you have any strong views on it one way or the other, <sup>a week from</sup> you come next Monday. Is that agreeable to everybody? That is agreeable.

... The meeting then adjourned at 1720 ...

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